

Welcome to the District of Columbia’s Job Analysis Questionnaire – or JAQ training. This training is in follow-up to the webinar-based briefing introducing the District of Columbia’s Classification Reform Project. Hopefully you have already attended this prerequisite webinar.

Today’s webinar is intended to introduce you to a survey you will soon receive and outline your involvement in this important initiative. This training is for both employees and managers.

This is a mandatory training and must be completed prior to you completing the job analysis questionnaire. To facilitate your learning, we recommend that you download the slides from this session, as you might want to refer back to the content later. This is especially important because the job analysis questionnaire will be administered through a web-based tool. During this training, we will walk you through the web-based job analysis questionnaire. We find that employees often refer back to these training materials when it is time to fill out the job analysis questionnaire.

During this training, we will use the terms “**survey**”, “**job analysis questionnaire**”, and “**JAQ**” interchangeably. In other words . . . they all mean the same thing.

Training Goal

- To help employees/managers understand the purpose of a JAQ
- To help employees/managers understand how to effectively complete a JAQ

All District jobs are included in this study except sworn police officers at MPD, firefighters, and the District's Education Service personnel. If you are in one of these positions, you DO NOT need to complete this training or a JAQ

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Our training goal is first, to discuss the purpose of the Job Analysis Questionnaire and its importance to the Classification Reform Project.

The majority of the training will involve us walking through the Job Analysis Questionnaire and providing guidance on how to fill it out in a timely and accurate manner that will help to support our project objectives.

As you may recall from the all employee briefing webinar, the Job Analysis Questionnaire is a key tool that we will use to develop new District's job descriptions and will serve as the cornerstone to our new job classification program.

As a reminder, all District jobs are included in this project **except** sworn police officers at MPD, firefighters, and the District's Education Service personnel. If you are in one of these positions, you DO NOT need to complete this training or fill out an online job analysis questionnaire.

Why Complete a JAQ?

- To actively participate in the Classification Reform Project and help ensure its primary purpose is achieved
- To ensure that job classifications appropriately reflect the work performed by District employees
- To identify potential career paths
- To help develop new job descriptions

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The District's current job classification system is in need of an change. Over time, it has become difficult to administer, does not always accurately represent the work performed by District employees, or offer clearly identified career paths for our employees.

Because of these challenges, the District has decided to undergo a Classification Reform Project, and replace the current system with a new program and new job descriptions that better meet the District's current and future needs.

The JAQ will help us gather information to help the District to develop a new job classification system and tools that accurately reflect the work performed by District employees.

These tools include new job descriptions and the identification of career paths to help employees understand what it takes to grow their careers as District employees. This information will also help us to understand your jobs so that we may develop programs that appropriately value our jobs with respect to internal equity and external market pay practices.

What is My Role in the JAQ Process as an Employee?

- Read emails and other correspondences regarding participation in the process
- View the JAQ training
- Complete online JAQ, save the submission, and email the completed JAQ to your manager for review
- Provide honest, complete, and accurate information about your job duties and responsibilities
- Complete the JAQ no later than **November 30th**

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You may be wondering, what your role is in this project?

As an employee, your role is to actively participate in the JAQ process by providing honest, complete, and accurate information about your job duties and responsibilities. You will provide this information by filling out a job analysis questionnaire. ***By now, you might be asking - where do I get this questionnaire?***

The email invitation to this training contains a link to the online JAQ. After this training, you will use that link to access the survey. When you first open up the JAQ, you will see personalized information such as your name, job title, etc. This will be followed by a series of screens that will require your responses to questions regarding your current job. You will complete the online JAQ and save and/or print your response. Once you have completed the JAQ, you will email it to your manager for their review and possible further input.

I know I just provided you with quite a few “to-do’s.” As we proceed through this training, we will walk you through the process, step-by-step.

It is important that all JAQs are submitted by employees and reviewed by your manager **no later than November 30th**

This does not necessarily mean that you, as an employee, have until November 30th to complete your draft. **Your manager must also work within this deadline and it is very important that they have time to review your input. Please be aware that your manager may set an earlier deadline to ensure they have ample time to review and provide feedback before the submission deadline.**

What is My Role in the JAQ Process as a Manager?

- Read emails and other correspondences regarding participation in the process
- View the JAQ training and encourage employees to view training
- Establish internal deadlines to meet November 30, 2009 submission deadline
- Review JAQs to ensure they accurately reflect the duties, responsibilities, and level of work described by employees
- Log into **Manager Only** survey to provide feedback on employee JAQ submissions

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As a manager, your role is to actively participate in the JAQ process by working with your employees to complete JAQs so that they accurately reflect the duties, responsibilities, and attributes of the **jobs** (not the persons) that report to you.

Please be careful to establish internal deadlines that allow employees time to complete the questionnaire in a thoughtful manner, but also allows you to conduct the important quality review and additional input and edits needed to accurately portray the job. As the manager, we look to you to take a step back and provide that second, important, big-picture view of the job that is often challenging. We are looking to your leadership to manage quality and the November 30th deadline.

Employees have been directed to email you the draft JAQ for your final review and input. Employees expect that you will provide an interim timeline that allows you to meet the ultimate deadline.

Managers will receive an email with a link to provide feedback every time one of their direct reports completes a JAQ. Even if the JAQ is perfect and you, as the manager, have no additional feedback, you must still click the link and indicate that you have reviewed the submission. In those instances, you will input the employee's name and select "No feedback".

We will cover this process in more detail later in the training.

Getting Off to a Good Start

- Assemble the tools needed to complete the JAQ
 - Save invitation email including personalized link to the JAQ
 - Current job description (obtain from manager or HR Advisor)
- Know where to go for additional help
 - Contact your manager / HR Advisor for questions regarding completing the JAQ, deadlines or accessing job descriptions
 - For additional questions about the JAQ process, or the Classification Reform Project in general, you may contact your manager, HR Advisor or Labor Liaison

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Once you have completed this training, you will be ready to access the link and fill out the JAQ. But, to help make this a success, we have some further pointers!

In order to get off to a good start, employees should assemble the following tools needed to complete the JAQ:

- First of all, you will need the personalized JAQ link included in the JAQ training invite
- You might also find it helpful to review your current job description. You can get this from your manager or HR Advisor
- You might also want to talk to your manager about the essential job duties of your position, educational requirements and experience, which may have changed since the original job description was created. This background information might make filling out the questionnaire a little easier.

Employees should reach out to their manager, an HR Advisor, or Labor Liaison if they need additional help completing the JAQ, or have questions regarding the Classification Reform Project in general.

How to Effectively Complete the JAQ – Purpose and Instructions

 District of Columbia

Job Analysis Questionnaire

PURPOSE AND INSTRUCTIONS

Please [Click Here](#) to access the Job Analysis Questionnaire ("JAQ") training as well as sample JAQs. *Training should be completed prior to completing the JAQ.*

This survey only collects information about the duties and responsibilities of your job as it currently exists. *This information will be used to create new job specifications and a new job classification system. It is used for nothing else.*

Please provide information only about the duties of your job itself and not about your performance.

The JAQ should take approximately 45-60 minutes to complete. You can work on it and then save and return to it if you cannot complete it all at once. Please **SUBMIT** your RESPONSE by 5pm NOVEMBER 30, 2009.

Note: There is a "back" button that will allow you to navigate back to pages that you have previously completed. However, it is important to note that you **WILL NOT** be able to navigate backwards if you chose to save and continue later. When you log back in to complete the JAQ, you will only be able to start where you left off. **ONLY USE THE "BACK" BUTTON AND NOT YOUR WEB BROWSER'S BACK ARROW.**

Answers to the questionnaire should be honest, complete, and accurate about your job responsibilities and duties that are regularly performed as part of the job. Please include duties related to special projects or temporary assignments only if these duties are required as a regular part of the job.

Please select the appropriate response and provide the requested information that best describes your job. When completing these sections, please keep in mind the following:

- Select the most appropriate answer(s) for each question.
- Read each definition carefully before answering.
- Provide as many examples as necessary.

I certify that I have completed the JAQ training referenced in the Purpose and Instructions section prior to beginning this survey.

☐ I Agree



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Now, let's cover how to effectively complete the JAQ. We will walk through the entire survey, screen by screen.

When you first access the link to the JAQ, you will see this display. The opening page will remind you of the purpose of the JAQ, and general instructions on how to complete this online survey.

The JAQ is expected to take 45-60 minutes to complete if you have done the preliminary research we previously discussed – such as gathering the current job description and talking with your manager about the job as it looks today. Remember that all surveys should be submitted **as FINAL no later than November 30th**. To meet this deadline, managers will notify employees of any earlier internal deadlines. If your manager does not discuss these internal deadlines with you, please feel free to initiate that discussion.

Don't worry about completing the JAQ in one session. One of the features of the survey is that you will have the ability to save your work and return to it at another time. However, once you have submitted it to your manager, it is considered "complete" from your end.

When filling out the JAQ, try to take a step back and provide answers to questions that are honest, complete, and accurately reflect the major job duties and responsibilities that are regularly performed as a part of the job. Jobs are complex, and we certainly don't expect you to provide every, small detail – we are really looking for the major components of the job. Also, only include special projects or temporary assignments if they are required as a regular part of the job.

As you go through the survey, there will be instances where you will need to write . . . and other instances where you will select pre-prepared responses. In those instances where you need to make a selection from a list, please read each definition carefully before answering. Provide the requested information that best describes the current job, and select the most appropriate answer for each question.

Please certify that you have completed the JAQ training before proceeding to the survey.

How to Effectively Complete the JAQ – Section A

A. EMPLOYEE DATA

Employee First Name:

Employee Last Name:

Email:

Employee ID:

Job Code: ABC10
Job Title: Staff Assistant

Manager Name: Bob Smith
Manager Title: Staff Manager
Manager Email: delijones@deloitte.com

Please confirm that your information above is correct.

☐ Yes, my information is correct.

☐ No, my information is not correct (see box below).

If no, please enter your corrected information in the text box below (ex: Phone Number: 555-987-687)

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After reading the opening page, you will move onto Section A.

Section A is for general employee information, and identifies you as the job holder. This section requires the respondent to review identifying information about themselves, the job for which they are completing the JAQ, and their manager's information.

If the information is correct, select “**Yes, my information is correct**”. If there is an error in any of the fields, please select “**No, my information is not correct**”.

If you select “**No**”, please provide corrected information in the box provided at the bottom of the screen.

Select “**continue**” when you are ready to move to the next section.

If you are unable to finish the information on the screen, select “**Save Page and Continue Later**”. In these instances where you want to stop and come back to the JAQ at a later time, you will also be asked to provide and confirm your email address. After entering your email address at the prompt, you will receive a link that you must click to log back into the survey. The option to “**continue**” or “**save and continue later**” will be available at the end of each page. Therefore, you do not need to complete this survey in a single session.

[← Back](#)

How to Effectively Complete the JAQ – Section B

B. PRIMARY PURPOSE OF JOB

Please briefly summarize the purpose of this job (Limit 800 characters).

Example 1 – Secretary: Under general supervision, performs standard and some advanced secretarial and/or administrative duties, as well as independent project assignments for a specific department.

Example 2 – Plumber: Installs, inspects, repairs, and replaces pipes, fittings, and plumbing fixtures to maintain the heating, water, gas, and drainage systems. Maintains adequate and quality plumbing services for clean and safe environments.

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Now let's continue to Section B – titled *Primary Purpose of Position*

In this section, you will provide two or three brief sentences that describe the overall purpose of the job, or why the job exists. Please note that you are limited to 800 characters in all text boxes. Complete this and other sections by simply clicking in the box and typing to provide the appropriate response.

Other mechanics of the form that you should be aware of are, the progress bar at the bottom of the page. This bar indicates how much of the survey you have completed.

Also, there is a **back button** in the top left corner of the screen. This button allows you to navigate back to pages that you have previously completed. However, this feature **WILL NOT** permit you to navigate backwards if you chose to **save and continue later** option. When you log back in to complete the JAQ, you will only be able to start where you left off. ONLY USE THE “BACK” BUTTON AND NOT YOUR WEB BROWER’S BACK ARROW.

How to Effectively Complete the JAQ – Section C

C. DUTIES & RESPONSIBILITIES

To complete this section:

- (1) List, in order of importance, specific major duties and responsibilities and estimate the average percentage of time (annual) spent on each. Duties and responsibilities percentage of time must total 100%.
- (2) Consider the typical duties and responsibilities of your job over an entire year and not unusual tasks that are rarely performed.
- (3) Do not describe steps involved in performing the job duty or responsibility but the responsibilities as a whole. (Example: Prepares charts and diagrams to assist in problem analysis, and submits recommendations for solutions).
- (4) Each statement should be brief and concise, beginning with an action verb. [Click Here](#) for example action words.
- (5) Use a separate statement for each major duty or responsibility.
- (6) Duties or responsibilities that take less than 5% of your time should not be shown as a separate statement but grouped with other duties.
- (7) Ensure that each job duty or responsibility is not a restatement or overlap of another statement.
- (8) Use the Essential Functions Review below to determine if specific tasks are considered essential functions as defined under the Americans with Disabilities Act (ADA).

Major Duty 1:

Major Duty 2:

Major Duty 3:

Major Duty 4:

Major Duty 5:

Major Duty 6:

Other Duties (List any other assigned duties if applicable):

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Now let's move to Section C – titled ***Duties & Responsibilities***.

In general, most jobs consist of four to six essential responsibilities or tasks. We are requiring that you please document only those duties and responsibilities that are ***essential*** to fulfilling the purpose of the job. Essential job duties and responsibilities are those that are considered basic and absolutely necessary.

To complete, list the essential duties and responsibilities, in order of importance. List only duties that take up more than 5% of your time annually. Remember, when you fill out the JAQ, you must focus on the job and not the person. This is often a challenging thing to do, but important, because the job requirements might be different from the actual employee's individual performance, skills, background, education or abilities.

Some other tips to keep in mind when completing this section include:

- Making sure you describe the job's current duties and responsibilities. Avoid describing the job as you would like it to be or think it should be.
- Please list duties using no more than two to three lines, and begin with an action verb, using "active" voice.
- It is often difficult to take that step back and objectively describe your time, but we are asking that you accurately state the responsibilities of the job. Please try to avoid overstatements or understating the duties.
- Consider the typical job duties and responsibilities over the entire year, not extreme or unusual tasks that are rarely performed or attached with a one-time project.
- Document job duties, or what the job does – avoid describing performance or "how" the job is done such as using performance characteristics such as using words like good, or effective as examples.
- Avoid redundancies. Duties should not overlap. Each of the job duties should be able to stand alone and not depend on a subsequent duty.
- Also, please write duties that are clear and easily understood. Try to avoid department or division specific jargon, slang or acronyms that an outsider would not understand, or would make the statement quickly out of date if there were a project, technology or organizational change.

How to Effectively Complete the JAQ – Section C (cont'd)

Essential Functions Review:

Essential job functions are the fundamental duties of the job. A job function may be considered essential for any of several reasons, such as:

- The job exists to perform that function
- The function requires specialized skills or expertise and the person is hired for that expertise
- There are only a limited number of employees to perform that function

Non-essential job functions are duties that are considered peripheral, incidental or a minimal part of the job. For example:

- Would removing this function from the job fundamentally change the job?
 - Would there be significant consequences if this function is not performed?
- If not, the duty is non-essential.

Major Annual Duties & Responsibilities

	Essential/Non-Essential/Not Applicable (E/NE/NA)	Percentage of Time
Major Duty 1		
Major Duty 2		
Major Duty 3		
Major Duty 4		
Major Duty 5		
Major Duty 6		
Other Duties		

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After you have written down the four to six major job duties, you will be asked to consider if each is an essential duty or a non-essential duty. This may seem silly, because you only listed the major duties – right? Let's review what we mean by essential vs. non-essential.

Essential job duties are those that are fundamental to the job. When assessing if a duty is essential, ask yourself the following questions:

- Does the job exist to perform that duty?
- Does the duty require that the job holder apply specialized skills or expertise to successfully perform the duty or responsibility?
- Are there only a limited number of employees to perform that duty?

If the answers to the majority of these questions is “Yes”, it is probably an essential duty.

Non-essential job duties are those that are considered peripheral, incidental or a minimal part of the job. For example:

- Would removing this duty from the job fundamentally change the job?
- Would there be significant consequences if this duty were not performed by this job and perhaps performed by another job?

If the answer is **no** to these questions, the duty is non-essential. If you choose this answer, it does not mean the duty isn't important or needed by the District. It just may not be essential to this job.

In addition, please allocate the percentage of time spent performing each major duty. Remember, it is not a major duty if it doesn't account for at least 5% of the job's total time. Once you have entered in a percentage for each duty, they must add up in total to 100%.

How to Effectively Complete the JAQ – Section D

D. EDUCATION

Select the level of education which you think best indicates the job's *minimum* formal education required for this job. Select only one.

<input type="radio"/> Basic Reading and Writing	<input type="radio"/> Technical Degree
<input type="radio"/> Associate Degree	<input type="radio"/> Master's Degree
<input type="radio"/> Bachelor's Degree	<input type="radio"/> Doctorate
<input type="radio"/> Juris Doctorate	<input type="radio"/> Other
<input type="radio"/> High School Diploma or GED	

If Other, please describe:

Please indicate the highest level of education that you have obtained. Select only one.

<input type="radio"/> Basic Reading and Writing	<input type="radio"/> Technical Degree
<input type="radio"/> Associate Degree	<input type="radio"/> Master's Degree
<input type="radio"/> Bachelor's Degree	<input type="radio"/> Doctorate
<input type="radio"/> Juris Doctorate	<input type="radio"/> Other
<input type="radio"/> High School Diploma or GED	

If Other, please describe:

Does your job require continuing education to maintain certifications and/or licensures?

☐ Yes
☐ No

If yes, please describe:

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In Section D, the survey asks for information regarding **Education**.

For the first question, please select the *minimum* requirements that are absolutely necessary to perform the *essential* duties of the job. This may be different from the education you currently have – and that is ok. For example, you may have a Bachelor's degree, but to perform the essential duties of the job, an Associate's Degree would be needed.

The second question gives you an opportunity to indicate the highest level education that **you** have attained. This may be different from the minimum educational level required of the job.

You are also asked to indicate whether ongoing training, formal, continuous education or professional development are required for the job. If it is, please describe in the text box.

How to Effectively Complete the JAQ – Section E

E. WORK EXPERIENCE

Please indicate the level and type of specific job experience that a new employee should bring to this job (e.g., "secretarial experience in a city government environment" vs. "secretarial experience").

Select which answer best fits the minimum length of time spent in performing similar work and acquiring the skills and knowledge needed to qualify for this job. (Not necessarily the years of the incumbent's experience, but the job-related experience.)

- | | |
|--|-------------------------------------|
| <input type="radio"/> No experience | <input type="radio"/> 5 to 10 years |
| <input type="radio"/> Less than 1 year | <input type="radio"/> 10+ years |
| <input type="radio"/> 1 to 3 years | <input type="radio"/> Not Sure |
| <input type="radio"/> 3 to 5 years | |

After starting the job, how much on-the-job training does it take to learn the job? For example, how long would it take a new employee to become fully proficient in the job?

- | | |
|--|---|
| <input type="radio"/> Up to 1 month | <input type="radio"/> 1 to 2 years |
| <input type="radio"/> 1 to 3 months | <input type="radio"/> More than 2 years |
| <input type="radio"/> 3 to 6 months | <input type="radio"/> Not Sure |
| <input type="radio"/> 6 months to 1 year | |

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In Section E, the survey asks questions regarding required **Work Experience**. Here you will indicate the type and level of work experience a **new** employee should bring to the job. If no previous experience is required and employees can learn on-the-job, type “N/A” in the space provided.

Next, select the **minimum similar or related** previous experience that is needed to qualify for this job. This may be different from the number of years of experience you have. For example, you could have seven years of experience, but to enter the job, you would really need 1 to 3 years of experience. Remember, we are discussing minimum requirements here.

In addition, indicate how much on-the-job training is required to learn the job after starting. In other words – what is the learning curve to get up-to-speed to perform the job?

How to Effectively Complete the JAQ – Section F

F. TYPE OF SKILL AND/OR LICENSING/CERTIFICATION/REGISTRATION

Skills

Does your job require (not prefer) specific skills?

- ☐ Yes
☐ No

If yes, select all that apply:

	Basic	Intermediate	Advanced
C++	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HMTL	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
JAVA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PeopleSoft	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SQL	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Microsoft Office - Access	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Microsoft Office - Excel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Microsoft Office - PowerPoint	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Microsoft Office - Project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Microsoft Office - Word	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Microsoft Office - Visio	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other Skills:

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Now let's look at Section F. Here, you will indicate if any specific skills, licenses, certifications or registrations are required for the job by clicking the "yes" or "no" radio button. If "no" is selected, move to Section G.

If a specific skills, licenses, certifications or registrations are required, move to matrix below and select one or more of the applicable requirements. Indicate whether your job requires basic, intermediate, or an advanced skill. Leave blank if the skill is not required. For example, you could select "Basic" for "C++", Intermediate for "JAVA" and leave all others blank.

If there are other skills not indicated in the options above, please move to the "Other Skills" box and enter in any additional skills needed to perform the minimum essential job duties.

How to Effectively Complete the JAQ – Section F (cont'd)

Certifications/Licensure

Does your job require certifications or licenses?

- ☐ Yes
☐ No

If yes, check all that apply:

- | | | |
|--|---|--|
| <input type="checkbox"/> Accounting | <input type="checkbox"/> Entomology | <input type="checkbox"/> Landscape Architecture |
| <input type="checkbox"/> Actuary | <input type="checkbox"/> Environmental Engineering | <input type="checkbox"/> Land Surveying |
| <input type="checkbox"/> Agricultural Extension | <input type="checkbox"/> Fire Protection Engineering | <input type="checkbox"/> Mechanical Engineering |
| <input type="checkbox"/> Archeology | <input type="checkbox"/> Fishery Biology | <input type="checkbox"/> Medical Technologist |
| <input type="checkbox"/> Architecture | <input type="checkbox"/> Food Technology | <input type="checkbox"/> Microbiology |
| <input type="checkbox"/> Archivist | <input type="checkbox"/> Forestry | <input type="checkbox"/> Occupational Therapist |
| <input type="checkbox"/> Auditing | <input type="checkbox"/> General Biological Sciences | <input type="checkbox"/> Operations Research |
| <input type="checkbox"/> Cartography | <input type="checkbox"/> General Education and Training | <input type="checkbox"/> Pharmacology |
| <input type="checkbox"/> Civil Engineering | <input type="checkbox"/> General Engineering | <input type="checkbox"/> Psychology |
| <input type="checkbox"/> Commercial Driver's License | <input type="checkbox"/> General Fish and Wildlife Administration | <input type="checkbox"/> Physical Therapist |
| <input type="checkbox"/> Community Planning | <input type="checkbox"/> General Health Science | <input type="checkbox"/> Recreation/Creative Arts Therapist |
| <input type="checkbox"/> Dietitian and Nutritionist | <input type="checkbox"/> General Physical Science | <input type="checkbox"/> Safety Engineering |
| <input type="checkbox"/> Economist | <input type="checkbox"/> Geography | <input type="checkbox"/> Social Science |
| <input type="checkbox"/> Education Program | <input type="checkbox"/> Health Physics | <input type="checkbox"/> Social Work |
| <input type="checkbox"/> Education Research | <input type="checkbox"/> History | <input type="checkbox"/> Speech Pathology and Audiology |
| <input type="checkbox"/> Education Services | <input type="checkbox"/> Industrial Engineering | <input type="checkbox"/> Statistician |
| <input type="checkbox"/> Education and Vocational Training | <input type="checkbox"/> Industrial Hygiene | <input type="checkbox"/> Toxicology |
| <input type="checkbox"/> Electrical Engineering | <input type="checkbox"/> Instructional Systems | <input type="checkbox"/> Wildlife Biology |
| <input type="checkbox"/> Electronics Engineering | <input type="checkbox"/> Internal Revenue Agent | <input type="checkbox"/> Other, please describe in the box below |

Other Certifications/Licensure:

Equipment

Does your job require the use of equipment or tools?

- ☐ Yes
☐ No

If yes, check all that apply:

- | | |
|---|--|
| <input type="checkbox"/> Office equipment (e.g., computer, copier) | <input type="checkbox"/> Vehicles (e.g., automobile, truck, tractor, forklift) |
| <input type="checkbox"/> Power tools (e.g., radial saw, reciprocating saw, drill, pneumatic hammer) | <input type="checkbox"/> Heavy Vehicles (e.g., more than 3 tons and/or 6 wheels) |
| <input type="checkbox"/> Hand tools (e.g., hammer, shovel, screwdriver) | <input type="checkbox"/> Other, please describe in the box below |

Other Equipment:

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Similarly, you will be asked to indicate if certifications, licensure and/or the operation of equipment is required. If “yes”, select one or more items. If there are other certifications, licensure, or equipment required but not indicated in the options above, please move to the “Other Certifications/Licensure” or “Other Equipment” box and enter in any additional certifications, licensure, or equipment needed to perform the minimum essential job duties.

How to Effectively Complete the JAQ – Section G

G. ORGANIZATIONAL ROLE

Please indicate the primary role your job has in the organization.

General Labor/Trades – General labor jobs such as Custodian, Groundskeeper, Food Service Worker, Motor Vehicle Operator, etc.

Administrative/Clerical – Office personnel such as Clerks, Legal Assistants, Secretaries, etc.

Technical/Skilled Trades – Technical, skilled, or semi-skilled jobs such as Electrician, Carpenter, Heating Equipment Mechanic, Plumber, etc.

Professional – Non-management jobs such as Accountant, Attorney, Auditor, Compensation Analyst, Economist, Social Worker, Psychologist, etc.

Public Safety – Jobs such as Correctional Officers, Special Police Officers, etc.

Supervisory/Management – Jobs that monitor staff or manage day-to-day operations such as Customer Service Supervisor, HR Manager, Accounting Manager, etc.

- | | |
|--|---|
| <input type="radio"/> General Labor/Trades | <input type="radio"/> Administrative/Clerical |
| <input type="radio"/> Technical/Skilled Trades | <input type="radio"/> Professional |
| <input type="radio"/> Public Safety | <input type="radio"/> Supervisory/Management |
| <input type="radio"/> Other <input type="text"/> | |

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Section G asks you to indicate the organization role of your job.

Read the definitions highlighted in blue and then choose the role that best describes your job.

How to Effectively Complete the JAQ – Section H

H. LEADERSHIP/SUPERVISORY RESPONSIBILITIES

Measures the degree to which your job regularly contributes to the leadership and development of others. Please select the statement that best describes the highest level of leadership responsibilities required for your job (Select only one):

- ☐ **No supervisory responsibilities.** However, may provide occasional work guidance, technical advice and/or training to staff or others.
- ☐ **Work Leadership.** Regularly provides project management or team leadership to a group of employees, but does not have formal supervisory responsibility. Leading and directing is restricted to monitoring work and providing guidance on escalated issues. Most of work time is spent performing many of the same duties they are leading.
- ☐ **Supervises.** Regularly supervises the day-to-day operations of a group of employees. Responsible for assigning work, meeting completion dates, interpreting and ensuring application of policies and procedures. (e.g., approving leaves, disciplinary actions, and performance reviews).
- ☐ **Manages (Directly).** Regularly manages employees in at least a single division, unit or office. Allocates resources according to priorities.
- ☐ **Directs a group of Supervisors/Managers.** Full management responsibilities of a department within an Agency including all aspects of line responsibility.
- ☐ **Oversees an agency of the District government.** Full management responsibilities of an Agency including all aspects of line responsibility.
- ☐ **Strategic Oversight across a branch of the District government.** Full management responsibility for several complex areas.

Typically, how many employees report **DIRECTLY** to this job?

Typically, how many employees report **INDIRECTLY** to this job?
.....

If this job supervises others, please check the activities listed below that are a part of this job's supervisory responsibilities:

	Yes	No
Recruits, screens, and interviews candidates	<input type="radio"/>	<input type="radio"/>
Approves candidates for hire	<input type="radio"/>	<input type="radio"/>
Conducts training of others	<input type="radio"/>	<input type="radio"/>
Conducts performance appraisals	<input type="radio"/>	<input type="radio"/>
Recommends salary actions	<input type="radio"/>	<input type="radio"/>
Recommends termination of employees	<input type="radio"/>	<input type="radio"/>
Recommends candidates for hire	<input type="radio"/>	<input type="radio"/>
Assigns tasks or responsibilities to others	<input type="radio"/>	<input type="radio"/>
Monitors work performance	<input type="radio"/>	<input type="radio"/>
Recommends disciplinary actions	<input type="radio"/>	<input type="radio"/>
Administers disciplinary actions	<input type="radio"/>	<input type="radio"/>
Approves termination	<input type="radio"/>	<input type="radio"/>

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Let's move to section H which asks questions around Leadership and Supervisory Responsibilities.

This section measures the degree to which the job regularly provides leadership to others. You will need to first select from seven statements regarding the level of leadership this job provides to others. Most jobs will fall into either Level 1 or Level 2.

Also indicate how many employees typically report to this job, both directly and/or indirectly. Type the number "0" if not applicable.

In the lower part of section H, if Level 3 and above are selected, you will need to click either a **Yes** or **No** button to indicate which of the management activities this job regularly performs.

How to Effectively Complete the JAQ – Section I

I. COMMUNICATIONS/INTERACTIONS

Measures the internal and external contacts made by your job and the primary purpose of those contacts. The term "customer" refers to both internal and external recipients of the job's services, knowledge and efforts.

Please select the statement that best describes the **highest** level communications/interactions required for interactions with the audiences listed below (select one communication type per audience):

Basic communication (BC)- very little communication required such as receiving basic instructions.

Information sharing (IS)- gives and receives information such as options, technical direction, instructions and reporting results.

Collaborate and solve problems (C&PS)- works with others to resolve problems, clarify or interpret complex information/policies, and provide initial screening/negotiations without approval authority.

Negotiate and influence (N&I)- interprets department strategies and services, resolves conflicts, influences outcomes on matters of significance for the division, conducts final negotiations and coordinates approvals/decision making below the executive level.

Oversee and direct (O&D)- serves as one of the organization's senior level spokespersons in area of expertise, defines and champions change initiatives, organizational strategies, services, policies and practices.

No Communication (NC)- do not currently communicate with this audience.

	BC	IS	C&PS	N&I	O&D	NC
Co-workers in Department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Co-workers in Other Departments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Middle Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Top Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
District Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vendors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public/Outside Entities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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We are now in Section I, which covers the level of Communications and Interactions the job is regularly engaged in.

This section measures the internal and external contacts made by this job, and the primary purpose of those contacts. Please select the appropriate type of communication with each audience listed in the table.

For example, an employee may select IS (which stands for information sharing) with Co-Workers in a Department, and BC (which stands for basic communication) with Top Management.

Definitions for each communication types are highlighted in blue.

How to Effectively Complete the JAQ – Section J

J. CUSTOMER SERVICE RELATIONSHIPS

Measures your job's efforts on discovering and meeting customer needs. The term "customer" refers to both internal and external recipients (i.e., constituents, co-workers, supervisors, etc.) of the job's services, knowledge and efforts.

Please select the statement that best describes the highest level of customer service relationships required for your job (Select only one):

- ☐ Completely responds to basic and simple customer inquiries, requests and complaints. Forwards difficult and non-routine inquiries or requests to appropriate level for resolution.
- ☐ Takes routine or required customer actions to meet customer needs. Completely responds to moderately difficult customer inquiries, requests, and complaints. Coordinates appropriate follow-up. May handle escalated issues passed on from coworkers or subordinates.
- ☐ Regularly assesses and diffuses complex, and escalated customer issues. Takes personal responsibility and accountability for solving systemic customer service problems. Regularly explores alternative and creative solutions to meeting the needs of the customer according to policies and guidelines.
- ☐ Leads others in the resolution of highly sensitive and confidential issues on behalf of an agency or department of the District government. Acts as a trusted advisor, and becomes involved in the customer's decision making process including presenting alternatives and information and applying persuasion and negotiation skills in the resolution of problems. Monitors customer service standards.
- ☐ Anticipates customer needs, identifies and champions opportunities for the development and implementation of new services and methods to meet or exceed customer needs. Establishes customer service standards and feedback mechanisms across an agency or department of the District government.

If you'd liked to provide examples, please do so below (Optional: Limit to 2 sentences)

Let's move to Section J, which describes the level of Customer Service your job might provide.

This section measures the jobs effort in discovering and meeting customer needs. The word **customer** refers to both internal and external customers. Your customers could be a combination of co-workers, supervisors, or constituents for example. Select the statement that best describes your job.

How to Effectively Complete the JAQ – Section K

K. WORK COMPLEXITY, INDEPENDENT JUDGMENT AND DEPARTMENT BUDGET

Measures the level of independent judgment and critical thinking applied to policies and procedures, the nature of tasks performed and the level of analytical ability required. This area also examines the amount of direction or supervision received.

Please select the statement that best describes the **highest** level of work complexity required your job (Select only one):

- ☐ Work and tasks are most often straightforward, routine, structured and guided by established policies and procedures. Little, if any, independent judgment is required, outside of making basic choices in the selection and application of established methods. The job receives frequent, ongoing supervision.
- ☐ Work involves the application of moderately complex procedures and tasks that are quite varied. Independent judgment is often required to select and apply the most appropriate of available resources. Supervision is provided on an "as needed" basis.
- ☐ Work is substantially complex, varied and regularly requires the selection and application of technical and detailed guidelines. Independent judgment is required to identify, select, and apply the most appropriate methods as well as interpret precedent. Job regularly makes recommendations to management on areas of significance to a department or division/unit of the District government. Supervision received typically consists of providing direction on the more complex projects and new job duties and priorities.
- ☐ Work is non-standardized and widely varied, involving many complex and significant variables including significant time spent planning, evaluating complex solutions and issues, and negotiating outcomes. Strong analytic ability and inductive thinking are frequently required to devise new approaches to situations where previously accepted solutions have proven inadequate. Job regularly makes recommendations to management on areas of significance to an agency or department of the District government. Supervision received typically consists of providing periodic coaching, advice and feedback.
- ☐ Work is highly complex and broad in scope covering several departments/divisions across multiple agencies or branch of the District government. Policy, procedures and precedent are created and approved by this job. Supervision received typically consists of providing periodic coaching, advice and feedback.

If you'd like to provide examples, please do so below (Optional: Limit to 2 sentences)

Please select the statement that best describes the **highest** role your job plays in the department/division budget process:

- ☐ No budget development activity is required.
- ☐ Compiles and organizes data and figures.
- ☐ Analyzes and interprets data and figures.
- ☐ Specifies requirements for a plan and/or budget.
- ☐ Participates in a group plan and/or budget development.
- ☐ Manages budgets.
- ☐ Approves budgets.

Please indicate the size of the budget (enter "0" if amount is unknown): \$

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Section K asks respondents to indicate the job's level of work complexity, independent judgment and department budget.

This section measures the level of independent judgment and critical thinking applied to policies and procedures, the nature of the tasks performed, and the level of analytical ability required. It also examines the amount of direction or supervision received. Select the statements that best describe your job in each of these categories.

You will also be asked to select the statement that best describes the role your job plays in the budgeting process. If your job has direct budgetary responsibility, you must also indicate the size of the budget. Type the number "0" if you do not know or have direct budgetary responsibilities.

How to Effectively Complete the JAQ – Section L

L. PROBLEM SOLVING AND IMPACT OF DECISIONS

Measures the kinds of decisions made and challenges faced by your job. It also examines the consequences of these decisions.

Please select the statement that best describes the highest level of problem solving required for your job (Select only one):

- ☐ Decisions are made on routine matters affecting few individuals and usually within the confines of the job's own department. Specific job activities and results are typically reviewed closely. There are limited requirements for developing new ideas or changes in methods, procedures or services.
- ☐ Decisions are made on both routine and non-routine matters with some latitude, but are still subject to approval. Job is occasionally expected to recommend new solutions to problems and improve existing methods or generate new ideas.
- ☐ Decisions are made with greater freedom and discretion, including recommendations that are subject to approval on matters that may affect multiple departments within an agency. Job is frequently expected to recommend new solutions to problems, to improve existing methods/procedures/services and generate new ideas. May also review decisions made by other individuals on more routine matters.
- ☐ Greater latitude and discretion is warranted in making decisions, which affect multiple agencies or a branch of the District government. The job is constantly expected to apply creative solutions to complex problems and develop new ideas and concepts. Reviews and approves decisions and/or recommendations that may have a significant impact on multiple agencies or branch of the District government.

If you'd liked to provide examples, please do so below (Optional: Limit to 2 sentences)

Section L explores the level of problem solving and the impact of your work related decisions.

This section measures the kinds of decisions made and challenges faced by this job. It also examines the consequences of those decisions.

The second part of this section relates to the impact of the decisions made by this job.

For each of these competency areas, please select the statement that best describes your job.

How to Effectively Complete the JAQ – Section M

M. WORK ENVIRONMENT

Please select the statement that best describes the working conditions for your job.

Working Conditions:

- ☐ Work is normally performed in a typical inside environment which does not subject the employee to any hazardous or unpleasant elements. (You would select this if you work in a normal office environment).
- ☐ Work is in a controlled environment and involves some exposure to moderate risk of accident and requires following basic safety precautions.
- ☐ Work involves frequent exposure to extreme temperatures, dirt, dust, fumes, smoke, loud noise, or chemicals, etc.
- ☐ Work involves continuous exposure to hazardous substances, potentially dangerous situations, and unpleasant work conditions such as adverse weather conditions or extreme risk of accidental or ill health.

Let's now look at the last section . . . Section M. Here you will be asked questions regarding the Work Environment.

This section measures the prevailing working conditions with respect to the physical aspects of the job. Please read the choices and select the statements that best describe your job.

How to Effectively Complete the JAQ – Section M

M. WORK ENVIRONMENT (con't)

Physical Demand – Indicate if the following physical requirements are essential or non-essential. In addition, please indicate the frequency for which the physical demands are required. Please mark "E" or "NE" for essential/non-essential. For frequency, please mark "D" for Daily, "W" for Weekly, "M" for Monthly, or "Y" for Yearly.

Bending and Stopping: Bending body downward and forward by bending spine at waist.	Essential/Non-Essential (E/NE)	Frequency (D,W,M,Y)
If essential, please describe:	<input type="text"/>	
Climbing: Ascending or descending ladders or stairs using feet and legs and/or hands and arms. Body agility is emphasized.	Essential/Non-Essential (E/NE)	Frequency (D,W,M,Y)
If essential, please describe:	<input type="text"/>	
Light Carrying / Lifting: Physically transporting, raising items from a lower to a higher position, or moving objects horizontally weighing less than 15 pounds from one location to another.	Essential/Non-Essential (E/NE)	Frequency (D,W,M,Y)
If essential, please describe:	<input type="text"/>	
Moderate Carrying / Lifting: Physically transporting, raising items from a lower to a higher position, or moving objects horizontally weighing 15 to 44 pounds from one location to another. If essential, please see text box below.	Essential/Non-Essential (E/NE)	Frequency (D,W,M,Y)
If essential, please describe:	<input type="text"/>	

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In this section, you will also be asked to identify if the physical demands that are associated with essential and nonessential job duties.

Recall that essential job duties are those that are considered basic and absolutely necessary to perform the minimal requirements of the job. Nonessential job duties are those that are “nice to have” but not essential to complete the basic duties of the position. Please mark "E" or "NE" for essential/non-essential. In addition, you are asked to indicate the frequency for which the physical demands are required. For frequency, please mark "D" for Daily, "W" for Weekly, "M" for Monthly, or "Y" for Yearly.

You will also be required to provide specific examples to further clarify the physical requirements of the job in areas such as lifting or carrying requirements, the degree of mobility, and visual and hearing requirements.

JAQ Submission

Please confirm your manager's email address:

Thank you for completing the Job Analysis Questionnaire.

Please proceed to the next page, print your completed survey to a *PDF*, and email it to your manager for review.

Printing Tips:

- Click on the "Print" button in the right-hand corner of the print screen
- In the dropdown menu under printer name, select the PDF option.
- Click "OK"
- If you do not have the option to print to a PDF, send to your regular printer and provide a hard copy paper version to your manager for review

Consider writing down these tips down as you WILL NOT be able to return after clicking "submit". For more details, please refer to the JAQ training document for instructions on how to print to a PDF.

Do not hit the back button once you have clicked submit and have proceeded to the print page.

Submit

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The first step in submitting the JAQ to you manager is to confirm your manager’s email address in the text box. Please click the ***Submit*** button for your JAQ to be deemed complete.

Once you click ***Submit***, your manager will receive an email notification that you have completed the draft JAQ. You will also be redirected to the review and print page. It is a good idea for you to keep a record of your submission.

JAQ Print and Review

Review/Print Survey Response **BETA**

 Print

Employee First Name:

Employee Last Name:

Email:

Employee ID:

Please confirm that your information above is correct.

☒ Yes, my information is correct.

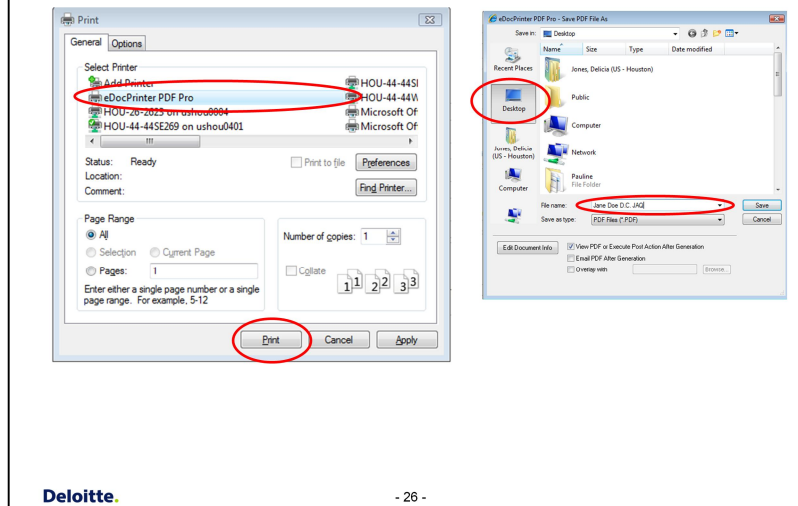
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On the final page of the survey you will be required to review and print your JAQ. Do not close out of the survey before printing as you **WILL NOT** be able to retrieve survey responses or visit the review/print page again.

Please select the print option in the top right corner of the screen.

JAQ Print and Review (cont'd)



Pressing on the print icon will launch the print menu.

Please select *eDocPrinter PDF Pro*.

Click “Print” to continue.

You will then be asked to save the PDF version of your JAQ. We suggest that you save the JAQ in a place that is easy to remember, such as your Desktop or the My Documents folder. Also be sure you include your name in the file name so that managers can easily identify who has completed and submitted the JAQ.

Remember to email the JAQ PDF file to your manager for review.

If you do not have the option to print to a PDF, please print a hard copy paper of the survey and deliver to your manager.

This concludes the employee portion of the JAQ training. **If you are a manager, please continue to participate in this training for a few more important details on the review and feedback process. So, please to not log off yet!**

Employees -- thank you for your participation. You are now prepared to complete the online JAQ.



Additional Manager Training

As a manager, you are responsible for completing a JAQ for your own job as well as providing feedback on the JAQs submitted by your direct reports. We will now spend a few minutes outlining your role and additional duties in the JAQ review process.

As we have stated throughout this training, the final JAQ submissions must be reviewed and completed by you by close of business, Friday, November 30th. This means that you will need to set interim deadlines with your employees that will allow you enough time to review, quality check and possibly revise submissions.

Providing Feedback

PURPOSE AND INSTRUCTIONS

This questionnaire is designed for you to provide feedback on the JAQ submitted by your direct report.

The questionnaire should take approximately 10-15 minutes to complete. Please submit your response no later than November 30th.

Please provide information about the job itself, and not about a specific employee's performance in the job.

A. EMPLOYEE DATA

Your Name:

Your Title:

Your Email Address:

Please enter the employee data for which you are completing this review. Information should be entered as shown in the PDF JAQ provided by your direct report.

Employee's First Name:

Employee's Last Name:

Employee's Job Title:

Employee's ID:

Do you have any feedback on the JAQ submitted by the employee listed above?

☐ Yes

☐ No

As stated earlier, employees are directed to email a PDF version of the JAQ or provide a hard copy to their managers. Managers will receive an email with a link to the **Manager Only** survey where they will be able to provide feedback on the JAQs of their direct reports. Managers are expected to login to this survey and provide feedback on **EVERY** JAQ they receive.

When you access the link, you will see this display. The opening page will remind you of the purpose of the review form and general instructions. Remember that your response should be based on the job itself **AND NOT** the specific employee's performance in the job.

On the introductory page, enter your name, title, and email address. In addition, you will be asked to input your direct report's information. Your direct report's information should be entered as shown in the PDF JAQ provided by your employee.

After entering the your employee's information, you will be asked if you have any feedback on their JAQ.

Click "Yes" to proceed and being providing feedback.

Click "No" if you agree with all portions of the JAQ. If you select "No", you will be directed to the submission page. We will review this page in a few minutes.

Providing Feedback (Cont'd)

B. PRIMARY PURPOSE OF JOB

Please provide any edits to the "primary purpose of job" given by your direct report. If you agree with what was stated, leave blank and proceed to the next question.

C. DUTIES & RESPONSIBILITIES

Please provide feedback on the major duties and responsibilities described by your direct report. Include feedback on the duty, essentialness of the function, and/or allocation of time. If you agree with what was stated, leave blank and proceed to the next question.

Major Duty 1:

D. EDUCATION

Please indicate the job's minimum formal education requirements (not the level of education the incumbent has, but the requirements for the job). If you agree with what was stated, leave blank and proceed to the next question.

- ☐ Basic Reading and Writing
- ☐ Associate Degree
- ☐ Bachelor's Degree
- ☐ Juris Doctorate
- ☐ High School Diploma or GED

- ☐ Technical Degree
- ☐ Master's Degree
- ☐ Doctorate
- ☐ Other

E. WORK EXPERIENCE

If Other, please describe.

Please indicate the minimum length of time spent in performing similar work and acquiring the skills and knowledge to qualify for this job (not necessarily the years of the incumbent's experience, but the job-related experience). If you agree with what was stated, leave blank and proceed to the next question.

- ☐ No experience
- ☐ Less than 1 year
- ☐ 1 to 3 years
- ☐ 3 to 5 years
- ☐ 5 to 10 years
- ☐ 10+ years

Please indicate how much on-the-job training it takes to learn the job? For example, how long would it take a new employee to become fully proficient in the job? If you agree with what was stated, leave blank and proceed to the next question.

- ☐ Up to 1 month
- ☐ 1 to 3 months
- ☐ 3 to 6 months
- ☐ 6 months to 1 year
- ☐ 1 to 2 years
- ☐ More than 2 years

If you selected "Yes", you will be given with the opportunity to provide feedback on Sections B through M of your direct report's JAQ. If you disagree with what was stated, provide the most appropriate answer (by either typing in the free form box or selecting the correct radio button). We encourage you to provide feedback and make corrections as necessary. We are looking to you as the final quality check. It is often very difficult for employee's to take that step back and objectively describe their own job.

If you agree with what was stated, leave the section blank and proceed to the next question. You should follow this pattern for all sections of the JAQ.

Submitting Feedback

Please click "submit" to finalize your response.

If you would like to save a copy of this survey, please proceed to the next page, print your completed survey to a PDF for your records.

Printing Tips:

- Click on the "Print" button in the right-hand corner of the print screen
- In the dropdown menu under printer name, select the PDF option
- Click "OK"

Consider writing down these tips down as you WILL NOT be able to return after clicking "submit". For more details, please refer to the JAQ training document for instructions on how to print to a PDF.

Do not hit the back button once you have clicked submit and have proceeded to the print page.

Submit

You will be directed to the submission page once you have provided feedback on the appropriate sections. . Please click the ***Submit*** button for your review to be deemed complete.

Once you click submit, you will also be redirected to the review and print page. It is a good idea for you to keep a record of your submission. Follow the directions under "printing tips" or review the JAQ training should you have questions regarding how to print to a PDF.

If you do not have the option to print to a PDF, please print a hard copy of the survey for your files.

This concludes the JAQ training. Remember to contact your manager or HR Advisor for questions regarding completing the JAQ, deadlines or accessing job descriptions. For additional questions about the JAQ process, or the Classification Reform Project in general, you may contact your manager, HR Advisor or Labor Liaison .

Thank you for completing this important training. You are now prepared provide feedback on the JAQs submitted by your employee.

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